



Office of the City Manager

August 24, 2012

Chief Martin Brown  
P.O. Box 776  
Belton, SC 29627

Re: Termination from Employment

Dear Chief Brown:

This is to notify you of my decision to terminate your employment as the Chief of Police of the City of Anderson, effective immediately. I regret this decision, but am firmly convinced that it is in the best interests of the Police Department, the City of Anderson and the public.

Your tenure with the Department has been marked by several positive operational and procedural changes. Unfortunately, it also has been marked by significant conflict, and some of your changes have come at great cost in terms of officer morale and Department efficiency. Conditions have deteriorated to the point that you have lost the support of a substantial majority of members of your Department, at all ranks. I have no confidence that you could turn things around.

These conditions became quite apparent in the aftermath of your recent announcement of a plan to reduce the number of ranked officers at each supervisory level. Your stated reasoning was to put more officers on the street. This made no sense because our ranked officers are already on the street. The only explanation that did make sense was that you wanted to reduce the number of officers in positions of authority and responsibility, including many ranked positions you yourself had created in the past six years.

Such a plan would have been highly demoralizing to the Department. Moreover, it would have been highly disruptive to operations, taking years to implement absent significant demotions. Your plan would have eliminated any opportunities for advancement for the foreseeable future, and led to the departure of numerous of our most experienced officers.

Several of your senior staff expressed these and other reservations to you. You ignored them. These officers were troubled enough to step forward and come to City Administration to make us aware of their concerns. As this City is, and always will be an "Open Door" employer, we were willing to hear them out, in confidence and with the assurance of no retaliation.

We discussed these issues with you a couple of weeks ago and pointed out the legitimacy of the reservations expressed by your senior staff. We asked you to accept this information in a constructive spirit. Instead, you immediately launched an investigation into who spoke with the City

Administration and what they said. In addition, you reprimanded one of the officers who spoke with us under circumstances which suggested reprisal. Such actions were directly contrary to my instructions to you and instilled in the affected officers unnecessary anxiety that they faced retribution for exercising their option to speak with my office.

I had no choice but to put you on administrative leave so that I could fully investigate what was going on and understand the breadth of the disharmony, low morale and dysfunction evident in the Department. After I placed you on leave, your first communication to me was an email asking to meet to discuss your retirement, which I was glad to do.

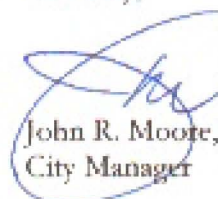
When Linda and I met with you on Tuesday, instead of discussing ways to facilitate your retirement, you were combative from the start. You failed to recognize that your investigation into conversations between my office and officers who came to us in confidence was insubordinate and retaliatory. Stating that you are on a "mission" to eliminate any "interference" by City management and elected officials in police affairs, you demanded reinstatement and declared your intent to continue your autocratic and intimidating approach to managing the Department.

Based on all these circumstances, it was clear that your relationships with my office and your Department were no longer workable. No one in City government operates without some level of oversight, including Division Heads such as you. Likewise, no employee in City government, including members of our Police force, should be subjected to a work atmosphere of fear and intimidation.

Your insubordination, your intent not to respond to oversight by the City Manager's office, your oppressive leadership style, and your intent to continue managing the Police force with an iron fist have made your continued employment impossible.

We thank you for your six years of service to the City and wish you well in your future endeavors.

Sincerely,



John R. Moore, Jr.  
City Manager